

Teaching and Learning Branch  
Early Development and Learning Resources

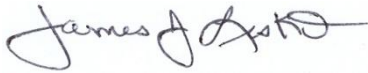
August 23, 2010

Richard Gonzales  
Senior Advisor for Early Childhood Development and Education  
Administration for Children and Families  
Office of the Deputy Assistance Secretary and Inter-Departmental Liaison for Early Childhood Development  
Aerospace Building  
901 D Street, SW  
7<sup>th</sup> Floor West  
Washington, D.C. 20447

Dear Mr. Gonzales,

I, James Lesko, authorized representative for the State of Delaware, Delaware Department of Education, Delaware Early Childhood Council, confirm that I have communicated to the Governor's Office the opportunity for our State to apply for a supplemental State Advisory Council grant award. I have received approval to submit this supplemental application.

Respectfully,

A handwritten signature in dark ink, appearing to read "James J. Lesko". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jim J. Lesko, Ed.D.  
Director  
Early Development and Learning Resources

# Delaware Early Childhood State Advisory Council

## Application



Delaware Department of Education  
Early Development and Learning Resources  
401 Federal Street, Suite 2  
Dover, Delaware 19901  
Contact: Dr. Jim Lesko  
Phone: (302) 735-4210  
Fax: (302) 739-2388

# TABLE OF CONTENTS

## Application for Federal Assistance

|      |  |    |
|------|--|----|
| I.   | Project Description .....                          | 1  |
| II.  | Objectives, Need for Assistance, And Approach..... | 7  |
| III. | Approach – Strategic Plan.....                     | 16 |
| IV.  | Staff Position Data and Sustainability .....       | 25 |
| V.   | Organizational Profile .....                       | 25 |
| VI.  | Third Party Agreements.....                        | 27 |
| VII. | Budget and Budget Justification .....              | 27 |

### Appendix & Resumes

|    |   |    |
|----|---|----|
| A. | Letter from the Governor.....               | 33 |
| B. | Public Notice.....                          | 34 |
| C. | Summary of Public Comments.....             | 35 |
| D. | House Bill 470.....                         | 36 |
| E. | Council members and Agency Affiliation..... | 44 |
| F. | Resume: James Lesko.....                    | 46 |
| G. | Resume: Daniel Rich.....                    | 47 |
| H. | Resume: Janet Carter.....                   | 48 |
| I. | Data Research Position.....                 | 50 |
| J. | Indirect Cost Rate Agreement.....           | 52 |

## **Delaware Early Childhood Advisory Council**

Delaware is pleased to submit this application to the Head Start Office for funding that will help transform and enhance its current early childhood advisory council to assume the full responsibilities of a State Advisory Council on Early Childhood Education and Care. The Delaware Early Care and Education Council was established in 2001 by Executive Order of the Governor and reformulated by legislative action in 2007 as the Delaware Early Childhood Council (ECC). The Council has been responsible for oversight and guidance of Delaware's strategic plan for the development of a comprehensive early childhood system and for initiatives to improve the quality, access, and institutional support for services needed by young children and their families. The Council is now well poised to move to an even stronger level of functioning, building on its documented leadership in creating a broadly representative statewide coalition of early childhood advocates, educators, and child care providers. Delaware is prepared to restructure and strengthen its Council to fully embody federal and state expectations and to play a key role in creating a comprehensive statewide early childhood system that meets the needs of all young children and their families.

### **I. Project Description:**

Funding of this application will enable Delaware's Early Childhood Council to fulfill all responsibilities designated under the Head Start Act, and those designated as priorities by the Governor and the Delaware General Assembly. These include projects that will build upon the foundations established by the Delaware Early Childhood Council over the last eight years and that are essential for advancing the development and implementation of a comprehensive early childhood system.

## Evolution of Delaware's Early Childhood Council

*Not By Chance* (1997) began the national discussion of systems development in early childhood. In 1999, spurred by that report, Delaware's early childhood leadership set out to create a blue print for Delaware. With the assistance of Dr. Sharon Lynn Kagan, a group of over forty early childhood advocates and service providers met for eighteen months to develop a plan for the development of a comprehensive early care and education system for Delaware. Entitled, *Early Success: Creating a Quality Early Care and Education System for Delaware's Children*, the plan included eight broad recommendations for system coordination. Strengthening governance and oversight was a key objective, leading to a recommendation for the creation of a permanent, legislatively-mandated, state level council devoted to early care and education.

The Delaware Early Care and Education Council was created by Executive Order in 2001 and convened for the first time in 2002. Concurrently, the Office of Early Care and Education was established and funded at the Department of Education through a joint interagency initiative supported by three State agencies: the Department of Education, the Department of Health and Social Services, and the Department of Children, Youth and Their Families. The Council's mission was to provide oversight and guidance on the implementation of the state's strategic plan, *Early Success*. The Council had twelve members from the private and non-profit sectors; state agencies representatives held ex-officio roles with the Council. Under the leadership of the Council, Delaware undertook a number of important initiatives, including T.E.A.C.H. Early Childhood®, a comprehensive professional development model, and Delaware Stars for *Early Success*, Delaware's quality rating and improvement system. The Council also spearheaded a number of studies, including *The Baseline Quality Study of the Early Care and Education*, 2002; *Reforming*

*Delaware's Purchase of Care: The State's Responsibility*, 2005 (a thorough evaluation of the state's subsidy program); and, *Delaware Early Care and Education Workforce Study Report*, 2007 (a comprehensive study of the early care and education work force).

During the same time period, other early childhood initiatives were being established or expanded. The Department of Health and Social Services, Division of Public Health received the federally-sponsored Early Childhood Comprehensive Systems Grant, a Maternal Child Health initiative. The Delaware Head Start Collaboration Office developed a framework to support children's social and emotional development. The existence of multiple early childhood planning initiatives diluted focus, so in 2006 the scope of *Early Success* was substantially broadened to incorporate the other initiatives. The revised *Early Success* is a comprehensive plan structured around five strategic goals with numerous strategies for implementation. The plan proposes that by 2015, Delaware will have:

- Ready children: children who are physically and emotionally healthy with access to high quality early learning experiences
- Ready families: families with the knowledge and resources needed to successfully support their child's learning, growth, and development
- Ready early care and education programs: programs that safeguard and ensure the growth, development, and learning of children; staffed by teachers who are well prepared, well compensated, and well supported
- Ready communities: communities that embrace their role in supporting young children and their families
- Ready schools: schools that value and build upon the early learning experiences of children

To reflect the expanded mission set out in *Early Success*, the Early Care and Education Council was reformulated by state law in 2007 as the Delaware Early Childhood Council. The membership was expanded to seventeen members and the legislation affirmed the Council's role of providing oversight on the implementation of *Early Success* with annual reporting to the Governor, Legislature and the Interagency Resource Management Committee (IRMC). The IRMC is composed of the Secretaries of Education, Health and Social Services, Services for Children Youth and Their Families, the Director Office of Management and Budget, and the Controller General of the Delaware General Assembly.

In 2008 the reformulated ECC focused on establishing an early childhood action agenda that would align State policies and budget allocations with the *Early Success* plan. The following year, a partnership was formed between the ECC and the Delaware Business Roundtable Education Committee to conduct an audit of current early childhood policies and programs and an analysis of the public funding structure for early childhood services. Lt. Governor Matt Denn and Connie Bond Stuart, President, PNC Bank Delaware, co-chaired the *Policy Matters* Committee which assumed the responsibility to guide the policy audit and fiscal mapping projects. The Committee included state leaders from higher education, non-profits, child care organizations, and state agencies and relied upon the expertise of Dr. Sharon Lynn Kagan and her colleagues from the National Center for Children and Families at Teachers College, Columbia University and The Finance Project.

In December of 2009, the Committee's analysis led to a focus on three areas of priority 1) strengthening the governance and alignment of early childhood programs and policies, 2) building a stronger accountability system with integrated data systems, and 3) improving quality through professional development, full implementation of the Delaware Stars quality

ranking system and a stronger compensation structure, including a tiered reimbursement structure.

### **The Path Ahead**

One step in the process of building a stronger system was to restart the Interagency Resource Management Committee – which has a strong interagency mission. Reflecting the Governor’s commitment to move forward toward strengthening the state’s early childhood system, the IRMC convened in March 2010 and committed to the State’s strategic early plan while reaffirming the following priorities:

- Create a comprehensive and coordinated system of early childhood programs services that coordinates across agency boundaries
- Establish a unified and comprehensive statewide early childhood data system
- Fully implement the state’s early childhood quality rating improvement system, Delaware Stars for *Early Success*
- Address the development and learning needs of young children living in families with incomes below 200 percent of poverty
- Apply early childhood standards across programs focusing on the Early Learning Foundations and Delaware Stars Program Standards

### **Barriers and Collaborative Opportunities**

1. Missions: Currently a major hurdle are the different missions of the three key Departments with interests in young children. The overall mission of each Department does not specifically address young children. It is the anticipation that the Interagency Resource Management Committee (IRMC) will be the process through which the three



departments – along with the State Office of Management and Budget and the General Assembly (Controller) – will bring a broader and stronger mission through policy and funding to early childhood services.

It will be the role of the Council to work directly with the IRMC to strengthen the state early childhood system. The Council will have the responsibility to bring together the early care and education community: a) manage the assessment of the community's needs; b) identify the gaps and priorities that will further strengthen the community; and c) make recommendations to the IRMC for policy and funding action.

2. **Quality Professional Development:** The Council will work with the state Child Care Administration office and the Institute for Excellence in Early Childhood to ensure that early childhood practitioners have access to affordable, high quality professional development that will prepare them to achieve and sustain the State's quality standards.
3. **Data Integration:** Each of the Departments with interests in early childhood have individual data systems that do not communicate easily across departments. The Council will work with the IRMC – specifically the Delaware Department of Education – to establish an integrated, longitudinal data system. This will include working with the state's P-20 Council to expand and enrich the State's data system. The goal is to establish a system that will include early childhood in a fully integrated manner and use of data to continuously monitor progress, give feedback to early childhood providers and enable policymakers to identify what is working and what is needed.
4. **Quality of Care and Education:** The results of the State's Baseline Quality Study of early care and education demonstrated that a substantial number of sites are providing mediocre to poor services to children (and families). The Council will work with the IRMC and the Institute to strengthen the quality of early care and education. Elements

that will assist with this effort include: revised state early learning guidelines, continued strengthening of the state child care regulations, ongoing support for the state quality rating improvement system (Delaware Stars), and continued support of Delaware TEACH®.

## **II. Objectives, Need for Assistance, and Approach**

Funding provided under the proposal will provide the opportunity to advance the strategic priorities identified above and thereby build a comprehensive early childhood system that embodies the objectives of the State's *Early Success* plan. Funding will enable the Council to vigorously undertake programs that address the four goals identified by Head Start in its guidelines for grant applications.

### **1. Promoting school preparedness of children from birth through school entry.**

#### ***Need for Assistance:***

In 2003, Delaware's Early Learning Foundations for Infants and Toddlers (B-3 years) and Early Learning Foundations for Preschoolers (3-5 years) were developed and distributed to all early childhood programs in Delaware. In 2009 two groups were established to revise both documents. Both groups represented a broad array of content constituents. The guidelines are aligned across age spans. The preschool guidelines are aligned with the K-12 grade level expectations and standards. The infant-toddler guidelines are aligned to preschool. The Head Start outcomes are incorporated into the preschool guidelines.

The guidelines are designed as curricular frameworks and not designed as child development skill lists. The focus of their design is to be used as instructional planning guides. The intent of the guidelines is to give children the "learning opportunities" to acquire and practice skills that will move them to a state of school readiness.

Even so, the vast majority of Delaware's children do not experience high quality learning environment in early care settings. This condition was demonstrated by a study initiated by the Interagency Resource Management Committee in 2002. A random sample of classrooms in Delaware's child care centers, Head Start programs, Early Childhood Assistance Programs, family and large family child care homes, and public school preschools were evaluated using the Early Childhood Environmental Rating Scales. Among the most striking results was the finding that only 30% of programs could be considered 'good', while 42% were mediocre; and 27% were 'poor.' The other significant finding was that programs that participated in the state's subsidy system were of much poorer quality than those programs that did not participate.

***Objectives:***

- 1a. By 2014, the Council will support school districts, charter schools, and community-based child care programs implementing Ready School initiatives.
- 1b. By 2014, school districts and charter schools will be offered the opportunity to participate in the Kindergarten Readiness Assessment Survey to determine the readiness of children entering kindergarten in their schools.
- 1c. By 2014, Delaware's revised Early Learning Foundations (Preschool and I/T) will be utilized for all early childhood programs licensed in Delaware.
- 1d. By 2011, the Council will review the quality of the early learning guidelines and make recommendations for improvement.

***Sample Approaches:***

Building on the knowledge gained from the Baseline Quality Study (2002), state agencies in collaboration with support and guidance from the Early Childhood Council have undertaken initiatives that address some system weaknesses.

- In 2006, the Office of Child Care Licensing center regulations were revised with the provision that requires all licensed center-based programs to use the Early Learning Foundations as a guide to curriculum planning.
- In August, 2010, an updated version of Delaware's Early Learning Foundations for Infants and Toddlers and the Early Learning Foundations for Preschoolers will be released that reflects current evidenced-based practices, which have also been reviewed by national content experts.
- In the summer of 2010, statewide professional development programs will be available to all early care and education program staff to provide support in using the Early Learning Foundations for planning learning opportunities and teaching strategies.
- Currently, Delaware's kindergarten teachers are partnering with families to participate in a Pilot Kindergarten Readiness Assessment Survey. The questions in the survey target the preparedness of children entering kindergarten in each of the areas of learning and development included in the Early Learning Foundations. Results of the survey will be used to target future professional development opportunities for early childhood professionals to enable them to prepare children to enter kindergarten with the learning skills they need.
- Work with early learning guideline content experts [Catherine Scott-Little and Harriett Egertson] to complete a content review and analysis of the infant/toddler and preschool guidelines.

## **2. Supporting professional development, recruitment and retention initiatives for early childhood educators.**

### ***Need for Assistance:***

Since 1994, Delaware has been developing a statewide comprehensive professional development system. Professional development experiences related to the core knowledge are accessible statewide to the early childhood community, and a training registry for the workforce has been developed to track ongoing professional development and provide an inventory of trainers and training. The Delaware two year and four year early childhood degree programs have implemented articulation agreements and state high schools offer an early childhood career pathway as well as a 3 year vocational certificate in early childhood. Delaware has developed competencies for early childhood professionals and offered scholarships through T.E.A.C.H.® Early Childhood Delaware. In 2006, the Delaware Child Care Licensing rules were revised and began requiring pre-service education for all center-based employees. This change led to a more comprehensive system of career advisement services and a renewed focus on the need for quality-assured professional development and articulation.

Despite these initiatives, the need for professional development remains acute. In 2007, the Delaware Early Care and Education Workforce Study confirmed that the workforce in Delaware is underpaid, has limited formal education in early childhood, and a high turnover rate. Practitioners working with infants and toddlers typically have only a high school diploma. Many in the workforce expressed a strong commitment to the field and interest in improving their skills and knowledge. In 2007, steps were undertaken to strengthen Delaware's professional development programs. The early childhood professional development unit was moved to the Department of Education in order to align early childhood

professional development with the K-12 professional development. Subsequently, a strategic planning process identified these priorities for a cross sector professional development system: 1) establishment of a centralized professional development center (now initiated as the Institute for Excellence in Early Childhood at the University of Delaware) with a focus on improving the quality assurance for training content and training delivery; 2) creation of a professional development registry that is aligned with K-12 certification system; and, 3) increased use of the adult education system to meet the needs of the early childhood workforce. These priorities now frame the key objectives for improvement of Delaware's professional development system.

***Objectives:***

- 2a. By 2014, all early childhood staff (EC) will have access to a variety of quality assured professional development in all core content and competency areas.
- 2b. By 2014, early childhood higher education degree programs, both 2 year and 4 year programs will be fully aligned to the Delaware Early Childhood Learning Foundations and the Delaware Competencies for Early Childhood Professionals.
- 2c. By 2014, Delaware will have documented significant improvements in its ability to recruit and retain qualified EC educators in all placements.

***Sample Approaches:***

- Access to a variety of quality assured professional development opportunities in all of the core knowledge content and competencies to all members of the workforce.
- Implement a tiered system of professional development that reflects increased comprehensiveness of content
- Establish a training approval process through which all professional development in Levels 2-4 will be vetted

- Work with the Higher Education Subcommittee to explore strategies to embed the early learning guidelines and early childhood competencies with the course syllabi across settings
- Continue to support and expand the T.E.A.C.H. Program in Delaware

### **3. Enhancing existing early childhood education and development programs and services.**

#### ***Need for Assistance:***

Over the past five years, Delaware has implemented targeted initiatives to improve specific early childhood programs: Projects CREATE and RELATE addressed infant-toddler classrooms and staff; Partners in Excellence focused on supporting children's social and emotional development; Child Care Learning Collaborative Healthy Eating and Physical Activity Promotion Project focused on improving children's nutrition and increasing physical activity levels; and Capacity Grants supported programs to increase access and services. While significant, these initiatives have been limited in scope and were focused on a particular content, population or geographic area. What is needed now is a more comprehensive, integrated and developmental approach to the development and delivery of programs and services.

One major step in an integrated approach to improve program quality and child outcomes is Delaware's Quality Rating and Improvement System called Delaware Stars for *Early Success*. Delaware Stars began in 2007 and now has 150 participating programs – including 25% of all center-based programs. Delaware Stars standards address four components of quality: Qualifications and Professional Development; Learning Environment and Curriculum; Family and Community Partnerships; and Management and Administration. All types of licensed early care and education programs are eligible to participate. The goal

is to have 75% of center programs and 15% of family child care programs participating by 2015.

Each of the Departments with interests in early childhood have individual data systems that do not communicate easily across departments. The Council will work with the IRMC – specifically the Delaware Department of Education – to establish an integrated, longitudinal data system. This will include working with the state’s P-20 Council to expand and enrich the State’s data system. The goal is to establish a system that will include early childhood in a fully integrated manner and use of data to continuously monitor progress, give feedback to early childhood providers and enable policymakers to identify what is working and what is needed.

***Objectives:***

3a. By 2012, a needs assessment on the availability and quality of early childhood programs will be conducted and will include data on the services to the following risk populations: children living in poverty and other underserved populations as will be defined by the Delaware needs assessment.

3b. By 2014, Delaware will have a unified data collection system for public early childhood programs that is integrated with the State data system for K-20 education.

***Sample Approaches:***

- Having a comprehensive understanding of the quality and availability of early childhood programs and services for all children with particular attention to access to



low income, at-risk and underserved populations is necessary to ensure that Council efforts are properly targeted.

- Integrating existing early childhood data systems is essential for evaluating the quality and impact of early childhood efforts.

#### **4. Carrying out other activities consistent with the State's plans and application.**

##### ***Needs for Assistance:***

The current Council and IRMC strategic plan for early childhood, *Early Success*, needs to be updated. This will become a become priority activity of the newly constituted Delaware Early Childhood Council and the IRMC. Working in conjunction with the Interagency Resource Management Committee, the Council will target updating the plan using data gathered on the status of the early care and education system in Delaware. Using a large stakeholder participation process, the Council will work to strengthen the plan. It is anticipated the new plan will incorporate priorities to strengthen programs and services, further improve the quality of early childhood programs, expand and strengthen professional development opportunities, and expand and strengthen the state's quality rating and improvement system. In the pursuit of these improvements, there will be focused efforts to strengthen program governance and program integration, enhance a statewide network of collaborators that includes public, private and non-profit providers and advocates, and strengthen oversight and accountability of all State programs. These activities will align goals and learning standards, improve services for families and children, provide clear points of access and accountability, reduce duplication of services, and provide better coordination and professionalization across all early childhood services.

**Objectives:**

- 4a. By 2011, a statewide network of early childhood providers and advocates will be established that spans the public, private and nonprofit sectors
- 4b. By 2014, the Delaware Early Childhood Council will initiate a planning and analysis process that will identify recommendations for improvement in program and policy alignments leading to the development of a more comprehensive and integrated system of early childhood services
- 4c. By 2011, the Delaware Early Childhood Council website will be redesigned to provide improved access to information for early childhood programs and agencies
- 4d. By 2013, the state early childhood plan, *Early Success*, will be revised
- 4e. By 2012, a policy and procedures manual will be completed for the Council
- 4f. The council will meet a minimum of six times per year during the three year grant period

**Sample Approaches:**

- With the support from the Council and final approval from the Interagency Resource Management Committee, *Early Success, Delaware's Early Childhood Plan*, will be revised in line with emerging objectives and opportunities. The Council provides a forum for representatives of the public, private and nonprofit early childhood sectors, and this forum will be crucial to the planning revision process. Once formulated, the

Council in conjunction with support from the IRMC, will lead the efforts to build broad support for the updated plan.

- Delaware will further strengthen early childhood care and education system by improving the alignment and coordination of its more than 50 state policies and programs. Initiatives to support improved alignment of data systems and better collaboration across agencies are underway.
- Improving the quality of the ECC website will provide an essential outreach and communication tool for the completion of the Council's strategic plan.
- The Council has served the essential role of providing a forum for the early childhood community to network. As the Council addresses the tasks outlined in its strategic plan, concrete efforts will be made toward ensure the networking opportunities continue.
- The responsibilities and work products of the Council will be increasing over the next five years and a more systematic approach to the work of the Council must be adopted.

Creating a Policy Manual will formalize the Council's functions and improve its operations, communications, and business practices.

### III. Approach

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997)   | Objectives   | Strategies  | Indicators of Success  | State Council Functions   |
|---|--|---|--|---|
| Facilitate the development or enhancement of high quality systems of early childhood education and care designed to improve school readiness through one or more of the following activities: |  |   |  |   |
| <b>Goal 1: Promote school preparedness of children from birth through school entry</b>  | By 2014 The Council will support school districts, charters, and community-based programs implementing | School districts that establish collaborative relationships with early childhood programs that support young children and | Year 1; Quarter (Q) 3 (FFY11): School districts and early childhood programs will be surveyed to determine current level of services | ECC will summarize and report on the Ready Schools initiatives annually |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997) | Objectives   | Strategies  | Indicators of Success   | State Council Functions  |
|---|--|---|---|--|
|   | Ready School initiatives   | their families and will provide services such as training to support children's school readiness, technical assistance or RTI support   | provided to early childhood programs<br>Year 2; Q4 (FFY12): DDOE staff will support LEAs that are involved in Ready Schools Initiatives |  |
|   |  | DOE will convene a committee interested school district representatives and early childhood programs representatives at least twice a year to share ideas on providing services to young children and their families that will improve readiness for kindergarten | Year 1; Q2 (FFY11): District participation in committee meetings  |  |
|   | By 2014, school districts and charter schools will be offered the opportunity to participate in the Kindergarten Readiness Initiative to determine the readiness of children | Working with LEAs and charters that have expressed an interest in participating in the Kindergarten Readiness Initiative , parents of incoming kindergarteners  | Year 1, Q2 (FFY11): Readiness benchmarks will be established<br><br>Year 3; Q2 (FFY13): Kindergarten Readiness Assessment process       | ECC will monitor and advocate for the implementation of the Readiness Initiative with school districts |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997) | Objectives   | Strategies   | Indicators of Success  | State Council Functions   |
|---|--|--|--|---|
|   | entering kindergarten  | will provide information on their children's early learning experiences and kindergarten teachers will conduct a readiness assessment on a stratified random sample of children entering Kindergarten                                  | established  |   |
|   |  | A plan with measurable outcomes for improving children's preparedness for kindergarten will be included in the <i>Early Success</i> strategic plan   |  | ECC will monitor and report on progress annually and make recommendations for improvement to the IRMC |
|   | By 2014, the Delaware Early Learning Foundations (Preschool and Infant/Toddler) will be utilized for all early childhood programs licensed in Delaware | The Council and the IRMC will work with the Office of Child Care Licensing to propose a change in the licensing regulations Family and Large Family Child Care Homes to include the use of the Delaware Early Learning Standards; this | Year 3; Q4 (FFY13): Family and Large Family Child Care Home regulations will be proposed for revision for the use of Delaware Early Learning Foundations | ECC will monitor and advocate for these changes   |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997)                                    | Objectives  | Strategies  | Indicators of Success  | State Council Functions   |
|--|---|---|--|---|
|  |   | regulation already exists for child care centers  |  |   |
|  |   | Early learning activities in child care centers will be based on Delaware's Early Learning Foundations as required by licensing regulations   | Year 1; Q4 (FFY11): Using OCCL compliance a baseline will be established.<br><br>Year 3; Q4 (FFY13): Compliance will increased by 15% over the baseline    | OCCL will monitor and report to ECC on centers compliance with this regulation                  |
|  | By 2011, the Council will review the quality of the early learning guidelines and make recommendations for improvement                                | The guidelines will be reviewed by national content experts   | Year 1 (FFY11), Guidelines will be revised if needed.  |   |
| <b>Goal 2: Support professional development, recruitment and retention initiatives for early childhood educators</b> | By 2014, all early childhood staff will have access to a variety of quality assured professional development in all core content and competency areas | The Institute for Excellence in Early Childhood will survey and respond to the needs of the Early Childhood community for statewide professional development and career advancement | Year 1-3; Q1-4 (FFY11 - 13): The Institute for Excellence will offer professional development in each of the 8 core content areas in each county quarterly | ECC's PD Committee will monitor and make recommendations for expanding professional development |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997) | Objectives   | Strategies   | Indicators of Success  | State Council Functions  |
|---|--|--|--|--|
|   | By 2014, Early Childhood higher education degree programs, both 2-year and 4-year will be fully aligned to the Delaware Early Childhood Learning Foundations and the Delaware Competencies for Early Childhood Professionals | A Higher Education Sub-committee, with representatives from each of the Delaware 2 and 4 year Institutions of Higher Education will be established as a subgroup of the ECC to monitor the alignment of course content to Delaware early childhood standards | <p>Year 1, Q4 (FFY11): The Higher Education Sub-committee will assess courses for current level of alignment</p> <p>Year 2; Q4 (FFY12): Each Higher Education Institution will establish a plan to bring early childhood courses into alignment with Delaware standards</p> <p>Year 3; Q4 (FFY13): Assess implementation of plan</p> | The Higher Education Sub-committee will report annually to the ECC |
|   |  | The Higher Education Subcommittee will assess the capacity, access and effectiveness of the early childhood degree programs to support the development of early childhood educators  | Year 1; Q3 (FFY11): The Institutions of Higher Education will survey the Early Childhood workforce in Delaware to determine how the educational needs of the workforce are being met   | The Higher Education Sub-committee will report findings to the ECC |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997)                | Objectives   | Strategies   | Indicators of Success  | State Council Functions  |
|--|--|--|--|--|
|  | By 2014, Delaware will have documented significant improvements in its ability to recruit and retain qualified EC educators in all placements  | A Workforce Sub-committee of the ECC will be created to investigate issues of Early Childhood staff recruitment, retention and compensation                                  | <p>Year 1; Q4 (FFY11): A workforce study will be designed to expand on the 2006 Workforce Study</p> <p>Year 2; Q2 (FFY12): Study will be conducted</p> <p>Year 3; Q2 (FFY13): Findings will be reported and recommendations made</p> | The Workforce Sub-committee will report to the ECC   |
| <b>Goal 3: Enhance existing early childhood education and development programs; and services</b> | By 2012, a needs assessment on the availability and quality of early childhood programs will be conducted and will include data on the services to the following at risk populations: Children living in poverty; underserved populations; other special populations | Data will be collected on the access and quality of early childhood programs in Delaware and the availability to the identified special populations of children and families | <p>Year 1; Q4 (FFY11): An assessment tool will be designed and contractor determined and the state wide needs assessment will be conducted</p> <p>Year 3; Q1 (FFY13): A plan for periodic needs assessments will be formalized</p>   | A needs assessment report will be submitted to the ECC; data will be reviewed and evaluated and recommendations made regarding outreach and services for special populations |
|  | By 2014, Delaware will have an integrated data collection system for public early childhood programs that  | Integrating existing early childhood data systems is essential for evaluating the quality of early childhood initiatives and   | <p>Year 1; Q4 (FFY11): The model for the data system will be designed</p> <p>Year 2; Q3 (FFY12): Integration</p>   | ECC will monitor and provide recommendations on the development of the system  |



| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997)              | Objectives  | Strategies   | Indicators of Success  | State Council Functions  |
|--|---|--|--|--|
|  | is integrated with the State data system for K-20 education.  | measuring outcomes for young children. The need for new data tools is anticipated  | process begins<br><br>Year 3; Q4 (FFY13): Integrated data system begins to produce program evaluation data   |  |
| <b>Goal 4: Carrying out other activities consistent with the State's plans and application</b> | By 2012, a statewide network of early childhood providers will be established that spans the public, private and nonprofit sectors  | The ECC will restructure its meeting schedule to support expansion of the existing network   | Year 1; Q1 (FFY11): Meetings will alternate locations to encourage greater participation   |  |
|  | By 2012, The Delaware ECC will initiate a planning and analysis process that will identify recommendations for improvement in program and policy alignment leading to the development of a more comprehensive and integrated system of early childhood services | The analysis process will include:<br><br>1) identification of opportunities to reduce duplication of services and streamline customer service for families; improve alignment of policies, programs, funding streams; and enhance cross-agency collaborations<br><br>2) develop a plan with multi-year timeline for the realignment of programs | Year 1; Q3 (FFY11): Plan for the analysis process will be established by the ECC and recommended to the IRMC<br><br>Year 2; Q3 (FFY12): Initial analysis will be conducted<br><br>Year 3: Q3 (FFY13): Analysis complete; recommendations presented | ECC will facilitate the process in collaboration with the IRMC |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997) | Objectives  | Strategies   | Indicators of Success   | State Council Functions  |
|---|---|--|---|--|
|   |   | <p>and agency responsibilities to improve quality, effectiveness, and accessibility</p> <p>3) recommendations for addressing the legal, fiscal, human resource, organizational aspects will be presented</p> |   |  |
|   | By 2012, the ECC website will be redesigned to provide improved access to information for early childhood programs and agencies | ECC website with calendar will allow the early childhood community access to information regarding ECC activities and provide a mechanism for input from the community directly to the ECC                   | Year 1; Q4 (FFY11): Design website with contracted web designer and the website will be online and fully functional   | ECC will determine the content of the website and monitor to ensure that the content is current and meets the mission of the ECC |
|   | By 2013, the state early childhood plan, <i>Early Success</i> , will be revised   | Multiple partners and stakeholders will be engaged through via focus groups, formal meetings and web 2.0 tools such as wikis in the reversion  | <p>Year 1: Q2 (FFY11): Work plan for the revision finalized</p> <p>Year 2: Q4 (FFY12): Content revised via a collaborative process and recommendations made to the IRMC</p> | ECC will guide the revision including convening meetings, reviewing and finalizing the plan, and obtaining endorsements          |

| Early Childhood Strategic Priorities (Section 642B Head Start Readiness Act 1997) | Objectives   | Strategies  | Indicators of Success   | State Council Functions   |
|---|--|---|---|---|
|   |  | process   | for approval,<br><br>Year 2: Q4 (FFY12)<br>Endorsement sought from other parties as appropriate:<br>Governor, General Assembly        |   |
|   | By 2013, a Policy and Procedures Manual will be completed for the ECC    | A Policy Manual will be written with procedures for the operation of Council business including subcommittees, work groups, and affiliate organizations | Year 1; Q1 (FFY11): The Council will review and approve an outline for the manual<br><br>Year 2; Q1 (FFY12): Manual will be completed | ECC will provide guidance to the Council staff on the development of the manual and formally adopt the final document |
|   | The ECC will continue to meet monthly during the three year grant period |   | Year 1-3; Q1-4 (FFY11-13): Meeting schedule maintained  |   |

### Likely Cooperating Entities

- Delaware Office Child Care Licensing – providing licensing and enforcement information as appropriate
- Children and Families First – the state’s Resource and Referral agency
- United Way of Delaware – they support the Delaware Success by Six Initiative and are a major funder of the state’s quality rating and improvement system – Delaware Stars
- State Child Care Administration Office – a major funder of professional development and quality improvement activities
- Nemours Health Prevention Agency – a major health and wellness stakeholder for young children and families

- Social Venture Partners – an philanthropic organization supporting early care and education organizations that target serving young children with at-risk characteristics
- Delaware Business Roundtable/Education Committee – business organizations that have identified early childhood as a primary target for funding initiatives
- Rodel Foundation – philanthropic organization with a focus on reforming and strengthening Delaware’s public school system
- Institutions of Higher Education – Wilmington University, Delaware Technical and Community College, Delaware State University, University of Delaware, Springfield College – each entity has participated in developing the state’s early childhood professional competencies and have adjusted their course structures and syllabi to reflect these competencies as well as the state’s early learning guidelines.

#### **IV. Staff Position Data and Sustainability**

##### **Current Status:**

In 2001, the Office of Early Childhood was created via an agreement between the Departments of Education, Health and Social Services and Children, Youth and Their Families. This interagency office is housed at the Department of Education and staffed by two Education Specialists and one secretary. One Education Specialist position is funded by state general funds and the other two positions are funded by Child Care Development Block Grant. This is a part of state statute currently identified as Chapter 30 within Delaware Title 14 – Education. These funding sources will continue to be used to fund these Council positions. Delaware has committed a variety of funds, CCDF, ECCS, 619, FIE, and State General Funds, to implement initiatives of the Council. This blended funding mechanism will continue during the grant period. Please note lines 44-50 on the revised state code (attached) have incorporated these positions into code.

The intention is that a portion of the funds from this grant will be used to plan an integrated early childhood data system. Initial planning for the integrated data system will be facilitated by a contractor. It is anticipated that the Delaware Department of Education working with other State departments will assist the ECC with the overall planning effort for the data system and the subsequent initiatives to develop a unified and integrated system. The Department of Education has applied for and received funding for a longitudinal data system. In addition, within the Race To The Top grant award some funds are available to assist with building a larger longitudinal data system that will include early childhood as a partner.

#### **V. Organizational Profiles**

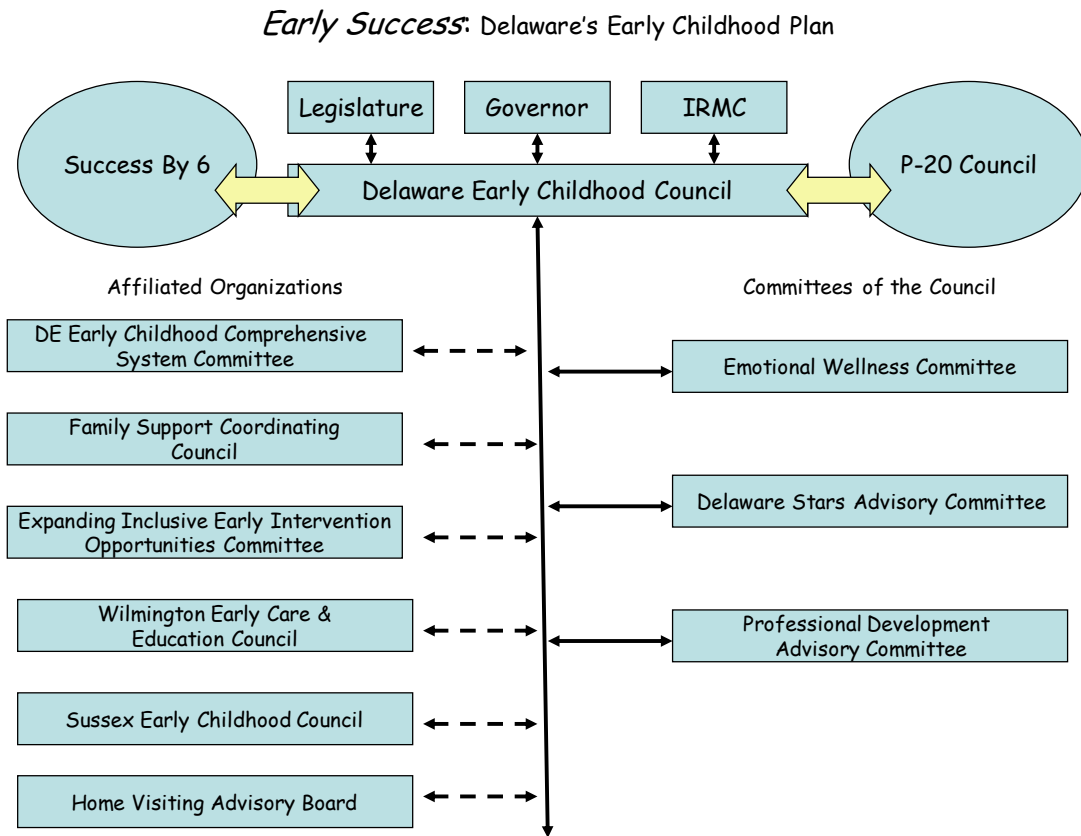
1) Delaware Governor Jack Markell has designated the Delaware Early Childhood Council as the State Advisory Council on Early Childhood Education and Care. Lillian Lowery, Secretary of the Department of Education and Chair of the Interagency Resource Management Committee has been designated to support activities of the ECC.

Support is provided through the Department of Education's Early Development and Learning Resources Office, headed by Dr. James Lesko and includes Janet Carter.

2) The Delaware Early Childhood Council is chaired by Daniel Rich and the membership of the Council is designated to reflect the broad scope of the *Early Success* plan, to promote the ability to influence public policy and be representative of the different sectors of the early childhood community. The 19 members of the Council are designated as follows:

- (1) Two center-based early care and education providers;
- (2) One family-home-based early care and education provider;
- (3) One parent whose child participates in early childhood services;
- (4) One Delaware Head Start/Early Childhood Assistance Program Association representative;
- (5) One representative of a state-wide early care and education resource and referral agency;
- (6) Two representatives from advocacy organizations focused on children's health and well-being;
- (7) One public school district superintendent
- (8) One higher education representative who also serves on the P-20 Council;
- (9) One business community representative;
- (10) Two community members;
- (11) One representative of the Delaware Association for the Education of Young Children;
- (12) One representative of the General Assembly;
- (13) The State Director of Head Start Collaboration;
- (14) A representative of the Delaware Department of Health and Social Services, representing children's health, child care subsidy, and Part C of IDEA;
- (15) A representative of the Delaware Department of Services for Children, Youth and Their Families, representing child mental health, child care licensing, and family services; and
- (16) A representative of the Delaware Department of Education, representing early childhood professional development, section 619 of IDEA, and state early learning guidelines.

3) The existing connections between the Council, its sub-committees and other organizations are represented on this illustration below:



## VI. Third Party Agreements

There are currently no Third Party Agreements in place with the Council. It is anticipated that the Council will be contracting for services during the period of the grant. State of Delaware procedures for contractual services will be followed.

## VII. Budget and Budget Justification

### General Information:

The Delaware Early Childhood Council is requesting \$500,000 in funds to enhance our current Early Childhood Council.

Delaware will use the awarded funds in the request to:

- Conduct a statewide early childhood needs assessment
- Plan the development of an integrated early childhood data system

- Conduct analysis of options for early childhood policy and program alignment
- Sponsor a process to update *Early Success: Delaware's Early Childhood Plan*
- Attend national Early Childhood Council meetings as directed by ACF
- Report annually on the access to quality early childhood programs
- Develop and maintain a DE Early Childhood Council website
- Publish and/or update and disseminate *Early Success* Indicator Report, Early Learning Foundations, Workforce Study

## **Budget Narrative**

### **Travel: \$3,500** (Years 1 through 3)

Early Childhood Council representatives will attend the national early childhood council meeting in Washington, D.C. as part of the transition to the new Early Childhood Council structure.

### **Equipment: \$1,500** (Year 1)

Office equipment to support the work of the Early Childhood Council and staff will be purchased. A computer will be purchased for the new staff person in the Office of Early Childhood.

### **Supplies: \$10,000** (Years 1 through 3)

Support for Council meetings, programs and services, including office and training supplies

### **Contractual Services: \$464,000**

#### **Professional/Consultant Services:**

- Statewide Needs Assessment and Workforce Study – \$100,000 (Year 1)
- Planning for integrated Data System - \$224,000 (Year 1 and 2)
- Website development and maintenance - \$40,000 (Year 1 through 3)
- Development and publication of updated State strategic plan, policy manual and other Council documents - \$25,000 (Year 1)
- Planning, analysis, and development of improved alignments of policies, programs and services - \$75,000 (Year 1)

### **Indirect Cost: \$21,000**

### **Total Requested = \$500,000**

### **State Match: \$350,000**

The state match of \$350,000 will be received from the current positions that staff and provide support to the Council. These positions are funded by State General Funds in the annual amount of \$127,184 for a total of \$381,552 over the three year grant period.

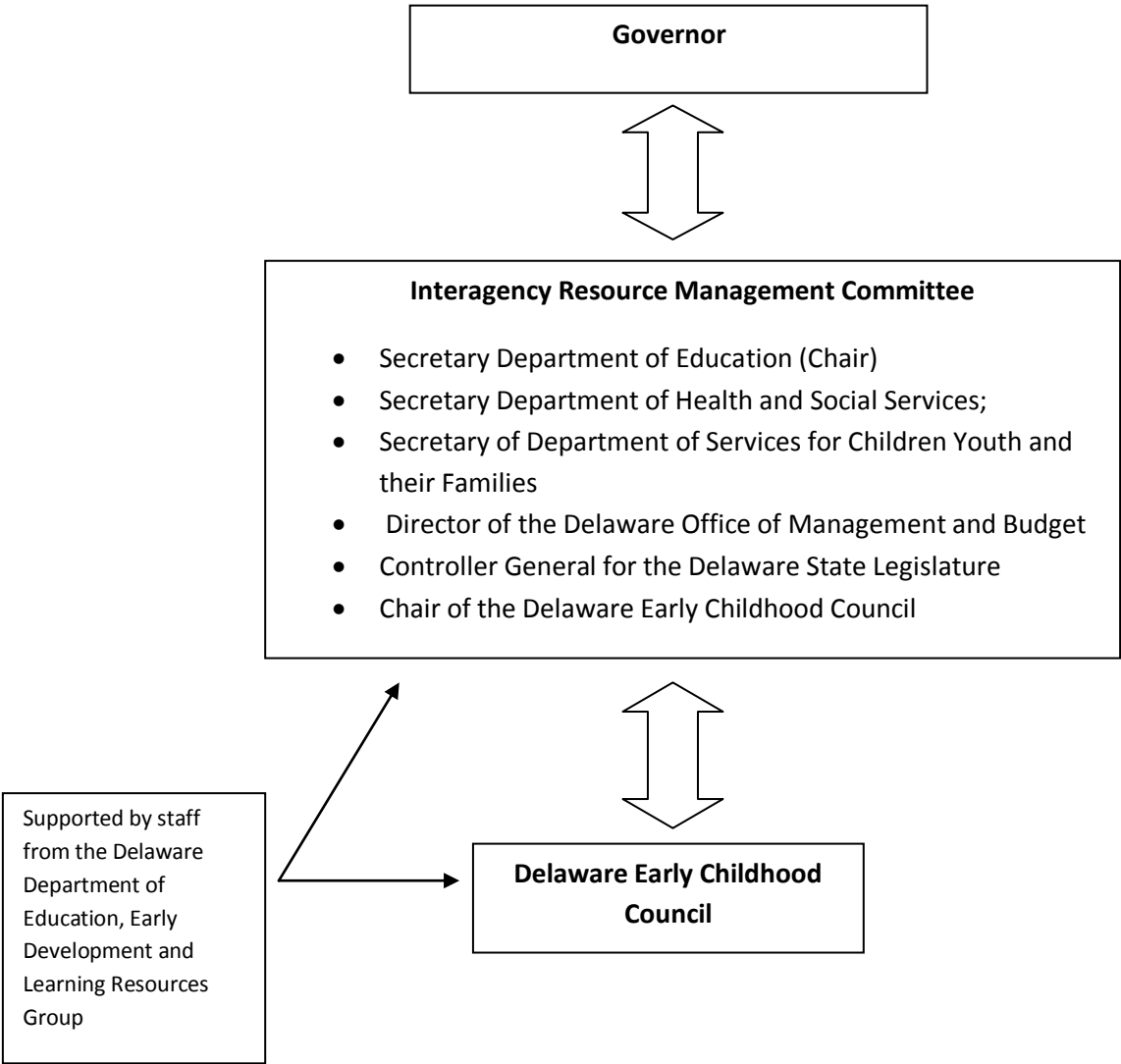
|   |
|---|
| <b>State Early Childhood Council</b><br><br><b>BUDGET</b> |
|---|

| Category   | Federal   | Non-Federal | Total     |
|--|-----------|-------------|-----------|
| <b>A. Personnel</b>  | \$0       |             | \$0       |
| <b>B. Fringe</b>   | \$0       |             | \$0       |
| <b>C. Travel</b>   | \$3,500   |             | \$3,500   |
| <b>D. Equipment</b>  | \$1,500   |             | \$1,500   |
| <b>E. Supplies</b>   | \$10,000  |             | \$10,000  |
| <b>F. Contractual</b><br><br>Statewide Needs Assessment (SNA) and updated workforce study – \$100,000<br><br>Integrated Data System - \$224,000<br><br>Website development and maintenance -\$40,000<br><br>Printing and dissemination of publications -\$25,000<br><br>Planning and Analysis of policy and program alignments and improvements-\$75,000 | \$464,000 |             | \$464,000 |



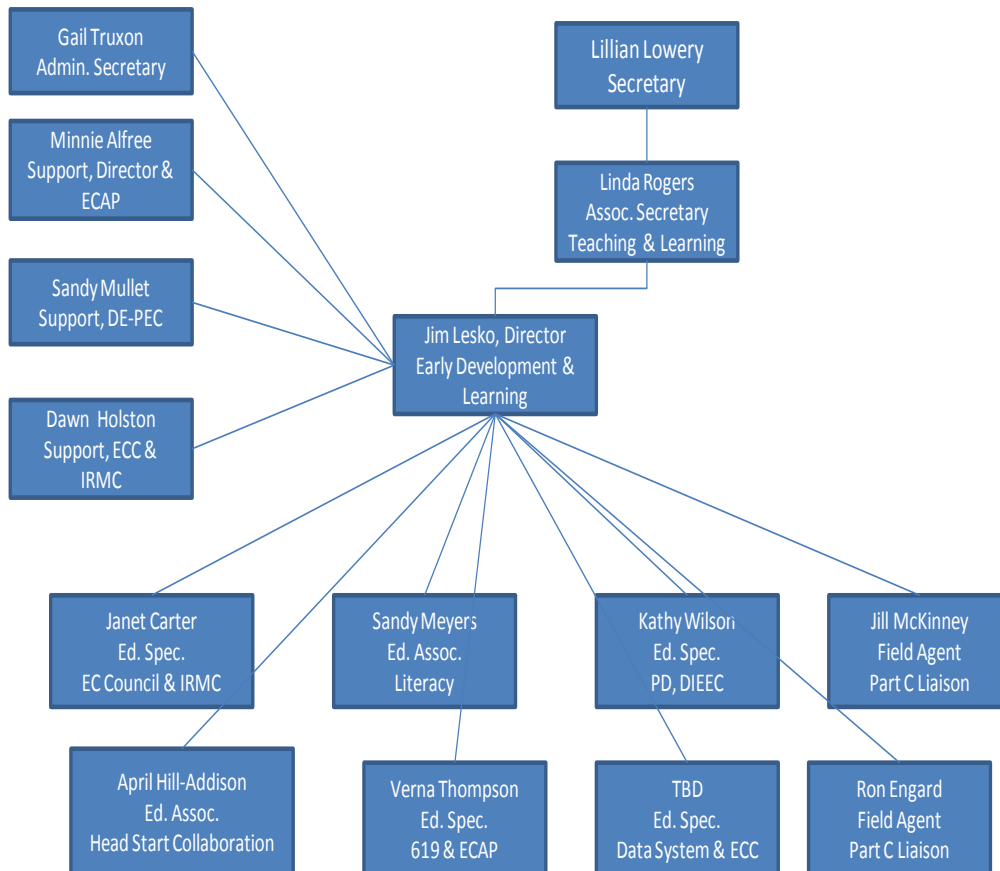
|                                 |           |           |           |
|---------------------------------|-----------|-----------|-----------|
| <b>G. Construction</b>          | \$0       |           | \$0       |
| <b>H. Other</b>                 | \$0       |           | \$0       |
| <b>I. Total Direct</b>          | \$479,000 |           | \$479,000 |
| <b>J. Indirect Costs (4.2%)</b> | \$21,000  |           | \$21,000  |
| <b>K. Totals</b>                | \$500,000 | \$350,000 | \$850,000 |

**Organizational Chart for Council within the State of Delaware**



## Organization Chart for ECC Staffing within Department of Education

### Early Development and Learning Group



David Kadan  
ACF Grants Management Officer  
Administration for Children and families  
Division of Discretionary Grants  
370 L'Enfant Promenade, SW  
Aerospace/6<sup>th</sup> Floor East  
Washington, DC 20047

July 16, 2010

Dear Mr. Kadan:

I am designating our existing Delaware Early Childhood Council as the State Advisory Council as defined in the "Improving the Head Start for School Readiness Act of 2007". The Council's mission is to provide oversight and guidance on the implementation of *Early Success*, Delaware's Early Childhood Plan. Delaware is pleased to apply for the ARRA Head Start Grant. The Delaware Early Childhood Council now reflects the composition specified in Section 642B(b)(1)(C). The Secretary of Education, Dr. Lillian Lowery, is designated to coordinate the activities of the Delaware Early Childhood Council.

The State Advisory Council funds will expand the work of the existing Council to meet the needs of children and families in Delaware, improve the readiness of children entering kindergarten as well as provide structured opportunities for increasing the collaboration among early childhood programs and services in the state.

Please accept our application for the Head Start Grant funds as well as our commitment to create a world class early childhood system in Delaware.

Public Notice Ad run on May 12, 2010

Public Notice

Department of Education

Submission of Application Packet for Receiving Federal Fiscal Year 2009 Grant Award American Recovery and Reinvestment Act (ARRA) for the development or reorganization of a State Advisory Council for Early Childhood as defined in the "Improving Head Start for School Readiness Act of 2007" (Head Start Act, 42USC 9801 et seq.)

Persons wishing to review the application may do so by viewing the packet on the Delaware Department of Education web site:

[http://www.doe.k12.de.us/infosuites/students\\_family/earlychildhood/](http://www.doe.k12.de.us/infosuites/students_family/earlychildhood/)

by accessing the documents titled **2010 State Advisory Council Application**. The application packet will be available for public review beginning May 12, 2010 on the web site or may be viewed at the Department of Education Early Development and Learning Resources office.

The packet will be available for public review for a 30 day period for public comment will end on June 15, 2010. A Public Meeting to discuss the application will take place at the June 11, 2010 Delaware Early Childhood Council Meeting at 9:00AM at the Delaware Department of Transportation building in Dover. Persons wishing to present their views may do so in writing to Dr. Jim Lesko, Director, Early Development and Learning Resources Work Group, Department of Education, 401 Federal Street, Suite 2, Dover, DE 19901.

### **Comments received on the Delaware State Advisory Council Application**

This is a recap of the comments that were received on the Early Childhood State Advisory Council application. Wherever possible these comments were taken into consideration and changes were made. It was the intent by the Department of Education to have full and open participation from the members, committees and interested parties into the application process. A public hearing was held on June 11, 2010, nineteen people attended. The following is a brief overview of the comment received:

- Requesting greater representation for early care and education programs - three comments
- Requesting greater representation of public schools – one comment
- Requesting greater representation for Infant and Toddler programs - one comment
- The process for the selection of council members - one comment
- Ensuring the role of the council in vetting policies and initiatives to key stakeholders – one comment
- Support for a comprehensive early childhood website - two comments.
- Concern was expressed about the clarity of the Council's role in designing and implementing an early child hood system – one comment
- A question about the Council's role in obtaining full implementation of Delaware Stars – one comment
- Three statements of support were received for the council application as originally written

## **Delaware House Bill 470**

On June 24, 2010 the Delaware Senate passed House Bill 470: AN ACT TO AMEND TITLE 14 OF THE DELAWARE CODE RELATING TO EARLY CHILDHOOD EDUCATION. This followed the passage of the same bill in the Delaware House of Representatives on June 17, 2010.

This Act updates the Delaware Code in relation to the responsibilities and constituent representation of the Early Childhood Council (ECC), and aligns the ECC with new federal requirements for the State Early Childhood Councils.

This Act will: (1) Modify the membership of the ECC to comply with Head Start requirements, generally adding public sector State representatives to what previously was an entirely private/non-profit sector representation, increasing membership from 17 to 19 members plus *ex officio* members; (2) confirm advisory functions to the Governor, the General Assembly and IRMC that are consistent with the State's strategic plan for early childhood, Early Success; and (3) confirm responsibilities that enable the ECC to meet federal requirements for the State's Early Childhood Advisory Committee.

The Governor will be signing the bill in July of 2010.

## HB470

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF DELAWARE:

1           Section 1. Amend § 1703(n), Title 14 of the Delaware Code by striking the language currently existing  
2     therein and by inserting the following language in its place:

3           “(n)(1)a. The Interagency Resource Management Committee (IRMC) shall have administrative  
4     responsibility for establishing a comprehensive and coordinated early childhood system. The IRMC shall be  
5     composed of the following members (or their designee with full voting powers):

6                     1. Secretary of Education, who shall be the chairperson of the IRMC;

7                     2. Secretary of the Department of Health and Social Services;

8                     3. Secretary of the Department of Services for Children, Youth and Their Families;

9                     4. Director of the Office of Management and Budget;

10                    5. Controller General; and

11                    6. Chair of the Early Childhood Council as an *ex officio* member with no voting authority.

12     An affirmative vote of a majority of all voting members shall be required to take action.

13           b. The IRMC shall promote interagency collaboration in the delivery of early childhood services to  
14     young children and their families including young children with disabilities. The IRMC will work to support and  
15     coordinate the implementation of the recommendations of the State early childhood plan. To accomplish  
16     these goals, the IRMC shall do the following:

17                    1. Allocate all funds provided by the State, obtained by it, or under its control, which are  
18     designated for children eligible for services under this subsection except for unit funding for children  
19     with disabilities as described in this Title.



20                   2. Coordinate resources, federal and State and public and private, to support family-centered  
21 services for eligible children and their families, as appropriate.

22                   3. Seek to develop collaborative approaches with the institutions of higher education for  
23 children eligible for services under this subsection. Special emphasis shall be placed on the use of  
24 existing preschool educator training and child care provider training programs.

25                   4. Coordinate planning, policy, program and funding to establish a comprehensive and  
26 coordinated early childhood system.

27           c. The IRMC may, at its discretion, apply for and allocate grant funds. Sources of such grant funds may  
28 include, but not be limited, to the federal Childcare Block Grant, Developmental Disabilities Council, federal  
29 Child and Maternal Health Grant, federal Title XX, and federal Head Start, where appropriate.

30           d. The IRMC shall report to the Governor, President Pro Tempore of the Senate, and the Speaker of  
31 the House on April 15 of each fiscal year. Each report shall include:

32                   1. A summary of IRMC experience in attempting to accomplish its purposes as stated above;  
33 and

34                   2. A recommendation of the IRMC whether and how to institutionalize its activities and  
35 functions.

36           e. The Director of the Office of Management and Budget and the Controller General are hereby  
37 authorized to transfer additional funds serving this population among the budgets of the departments  
38 represented on the IRMC if there is prior agreement by the Secretary of the department, as the case may be,  
39 to which the funds were previously allocated.

40           f. For the purpose of facilitating the continuation of services, programs receiving an allocation under  
41 the provisions of this section may receive twenty percent (20%) of the prior year's allocation at the outset of

each fiscal year. These programs are required to present program proposals to the IRMC as required by the IRMC. Upon IRMC approval, adjustments to the program allocations may be made.

g. The IRMC shall be staffed by the Early Development and Learning Resources Office in the Department of Education. Such Office shall be composed of at least two Education Specialists and a clerical support position. Funding shall be provided by the Department of Health and Social Services and the Department of Services for Children, Youth and Their Families by no later than July of each fiscal year to support the operational costs associated with one Educational Specialist and clerical support positions. Funds allocated in this section are to be used to support the work of the Office and to continue the inter-agency coordination process for Delaware's early childhood programs."

Section 2. Amend § 3002, Title 14 of the Delaware Code by striking the language currently existing therein and by inserting the following language in its place:

"§ 3002. Early Childhood Council.

(a) The Delaware Early Childhood Council (ECC) shall be the State Advisory Council on Early Childhood for children from birth to eight years of age, and carry out all such functions designated in the federal Improving Head Start for School Readiness Act of 2007, *et seq.*, and those functions designated herein and those assigned by the Governor, the General Assembly, and the Interagency Resource Management Committee (IRMC), provided sufficient monies are available from the annual State appropriations act, federal funding, private funding, or a combination thereof.

(b) The ECC shall be comprised primarily of private sector members but shall include all representatives as designated in the above-referenced federal legislation and shall advise the Governor and General Assembly on a continuing basis, working with the IRMC, concerning the status and improvement of services of the early childhood sector and the implementation of the State's early childhood strategic plan. In addition to any responsibilities assigned by the Governor through the IRMC, the Delaware Early Childhood Council shall make recommendations to the Governor, the

General Assembly, and the IRMC that promote the appropriate coordination and effectiveness of State services and policies. The ECC shall be responsible for maintaining and expanding a statewide network of early care and education institutions that includes providers, advocates, State program officers, private and non-profit community institutions, and others who support the development and delivery of high quality early childhood services.”.

Section 3. Amend § 3003, Title 14 of the Delaware Code by striking the language currently existing therein and by inserting the following language in its place:

“§ 3003. Organization and composition.

(a) The ECC shall be appointed by the Governor upon recommendation by the Interagency Resource Management Committee (IRMC) and shall: (1) represent the racial, economic and geographic diversity of the State; (2) serve for staggered, renewable terms of three (3) years, except in the case of public employees continuing in the same designated position; and (3) consist of the following members:

(1) Two center-based early care and education providers;

(2) One family-home-based early care and education provider;

(3) One parent whose child participates in early childhood services;

(4) One Delaware Head Start/Early Childhood Assistance Program Association representative;

(5) One representative of a State-wide early care and education resource and referral agency;

(6) Two representatives from advocacy organizations focused on children’s health and well-being;

(7) One representative of the Delaware Association for the Education of Young Children;

87 (8) One public school district superintendent;

88 (9) One Higher education representative who also serves on the P-20 Council;

89 (10) One business community representative;

90 (11) Two community members;

91 (12) One representative of the General Assembly;

92 (13) The State Director of Head Start Collaboration;

93 (14) A representative of the Delaware Department of Health and Social Services, representing

94 children's health, child cares subsidy, and Part C of IDEA;

95 (15) A representative of the Delaware Department of Services to Children, Youth and Their

96 Families, representing child mental health, child care licensing, and family services;

97 (16) A representative of the Delaware Department of Education, representing early childhood

98 professional development, section 619 of IDEA, and State early learning guidelines; and

99 (17) *Ex officio*, non-voting members shall include the director of the Early Development and

100 Learning Resource Center of the Department of Education, the chair of the Family Support

101 Coordinating Council, and the director of the State's Institute for Excellence in Early Childhood

102 Education. The ECC may appoint *ex officio* members and advisors to assist them in meeting their

103 responsibilities.

104 (b) The Governor shall appoint a Chairperson from the non-governmental members of the ECC,

105 and who shall serve as a member of the State's P-20 Council. The Chairperson shall coordinate the

106 activities of the ECC. The Governor shall also appoint a Vice-Chairperson from the non-governmental

107 members of the ECC."

108 Section 4. Amend § 3004, Title 14 of the Delaware Code by striking the language currently existing  
109 therein and by inserting the following language in its place:

110 “§ 3004. Meetings; organizational structure.

111 The ECC shall convene regularly-scheduled meetings at least six (6) times annually. The ECC  
112 may form an executive committee from its members and other subcommittees. The ECC may form  
113 standing subcommittees including, but not limited to: Professional Development, Quality Rating and  
114 Improvement System, Data, and Higher Education. The ECC shall fulfill all the responsibilities  
115 designated under the above-referenced federal legislation for the State’s Advisory Council on Early  
116 Childhood Education and Care.”.

117 Section 5. Amend § 3005, Title 14 of the Delaware Code by striking the language currently existing  
118 therein and by inserting the following language in its place:

119 “§ 3005. Staffing and annual reporting.

120 The Department of Education shall staff the ECC with support from the Interagency Resource  
121 Management Committee (IRMC) as needed. The ECC will report annually to the IRMC, the Governor,  
122 President Pro Tempore, Speaker of the House, and the General Assembly’s committees on Education,  
123 Health and Social Services, and Health and Human Development regarding the status of its work and  
124 the progress of Council plans and proposals. A summary of the Council’s work shall be included in the  
125 IRMC’s annual report.”.

## SYNOPSIS

This Act updates the Delaware Code in relation to the responsibilities of the Interagency Management Resource Committee (IRMC) and the Early Childhood Council (ECC), and aligns the ECC with new federal requirements for State Early Childhood Advisory Committees.

After a dormant period, the IRMC is operating again, as originally conceived, and carrying out responsibilities in accordance with the Delaware Code and those added through Epilogue language.

The ECC is now operating in coordination with the IRMC, as originally conceived, and preparing to adjust membership and adopt responsibilities that will carry forward the State's early childhood plan and align it with federal guidelines through the Head Start Act.

In addition to the immediate value of the effective operation of the IRMC and the ECC, the updates will position Delaware for success in seeking federal funding to promote improvements in early childhood care and education. In the short term, this will be achieved through a planning grant to the ECC under the Head Start legislation. In the mid-term, this will be achieved through Delaware's application for federal early childhood challenge grants that were originally proposed by the Obama administration at twice the funding level of Race-to-the-Top.

In relation to the IRMC, this Act will: (1) Incorporate language from the Epilogue into the Delaware Code; (2) broaden the responsibility and authority of the IRMC and move from focusing on students having developmental disabilities to early childhood more generally; and (3) add the Chair of the ECC as an *ex officio*, non-voting member.

In relation to the IRMC, this Act will: (1) Modify the membership of the ECC to comply with Head Start requirements, generally adding public sector State representatives to what previously was an entirely private/non-profit sector representation, increasing membership from 17 to 19 members plus *ex officio* members; (2) confirm advisory functions to the Governor, the General Assembly and IRMC that are consistent with the State's strategic plan for early childhood, Early Success; and (3) confirm responsibilities that enable the ECC to meet federal requirements for the State's Early Childhood Advisory Committee.

These updates encumber no additional financial commitments from the State, but will enable Delaware to be more competitive in seeking federal funding.

## Names and Agency Affiliations of Delaware Early Childhood Council

With the reauthorization of the ECC, the Governor will be appointing the expanded membership by September, 2010. The following membership list reflects the current members who will continue and the organizations of the individuals who will be invited to join. Since the new members have not been formally appointed, their names are not listed. The entire list can be provided in August after the Governor makes the appointments.

This membership reflects the racial, economic and geographic diversity of the State, and meets the requirements of this grant and Delaware State Code. Current members of the ECC are designated by an asterisk (\*).

Two center-based early care and education providers:

One family-home-based early care and education provider:

Carlina Hall\*, family child care provider

One parent whose child participates in early childhood services:

One Delaware Head Start/Early Childhood Assistance Program Association representative:

One representative of a state-wide early care and education resource and referral agency:

Children and Families First – only state designated R & R agency

Two representatives from advocacy organizations focused on children's health and well-being:

One public school district superintendent:

Superintendent, Appoquinimink School District (Designated by the Chief School Officers at request of Secretary Lowery)

One higher education representative who also serves on the P-20 Council;

Dan Rich\*, University of Delaware, Designated as Chair

One business community representative;

Two community members:

Terri Murphy\*, Social Venture Partners of Delaware

One representative of the Delaware Association for the Education of Young Children:

President of DAEYC

One representative of the General Assembly:  
Member of the Kids Caucus

The State Director of Head Start Collaboration:

A representative of the Delaware Department of Health and Social Services,  
representing children's health, child cares subsidy, and Part C of IDEA:  
Secretary Landgraf will designate

A representative of the Delaware Department of Services to Children, Youth and Their  
Families, representing child mental health, child care licensing, and family services:  
Secretary Rapposelli will designate

A representative of the Delaware Department of Education, representing early  
childhood professional development, section 619 of IDEA, and state early learning  
guidelines:  
Secretary Lowery will designate

Ex officio, non-voting members currently designated include the Director of the Early the  
Development and Learning Resources Group of the Department of Education; the Chair  
of Family Support Coordinating Council; immediate past ECC Chair, and the Director of  
the State's Institute for Excellence in Early Childhood Education.



## JAMES JOSEPH LESKO

Delaware Department of Education  
401 Federal St., Suite 2; Dover, DE 19901  
302-735-4210/302-739-2388 (FAX)  
jlesko@doe.K12.de.us

### EDUCATION

|            |   |
|------------|---|
| 2001 Ed.D. | University of Delaware<br>Doctorate in Educational Leadership and Policy Studies  |
| 1983 M.Ed. | University of Washington, Seattle, Washington<br>Master's in Education, Early Childhood Special Education                               |
| 1978 B.A.  | William Paterson College, Wayne, New Jersey<br>Bachelor of Arts in Education, Major in Special Education, Minor in Elementary Education |

### PROFESSIONAL EXPERIENCE

|   |              |
|---|--------------|
| DIRECTOR  | 2010-Present |
| Delaware Department of Education  |              |
| Responsibilities include providing administrative managing oversight for the Early Development and Learning Resources group. Oversee the IDEA 619 program, Early Childhood Council, Head Start Collaboration Office, Early Childhood Professional Development/Delaware First office, School Readiness, Literacy initiatives, state policy planning, fiscal planning and management, and interagency coordination and collaboration. |              |

### EDUCATION ASSOCIATE

|                                  |           |
|----------------------------------|-----------|
| Delaware Department of Education | 1997-2010 |
|----------------------------------|-----------|

### LAKE FOREST SCHOOL DISTRICT/SPECIAL EDUCATION SUPERVISOR EARLY CHOICES

|                             |           |
|-----------------------------|-----------|
| Lake Forest School District | 1991-1997 |
|-----------------------------|-----------|

### TRAINING AND TECHNICAL ASSISTANCE SPECIALIST

|                                 |           |
|---------------------------------|-----------|
| Delaware Early Childhood Center | 1990-1991 |
|---------------------------------|-----------|

### COORDINATOR, SPECIALIZED INTERVENTION SERVICES

|   |           |
|---|-----------|
| Family, Infant and Preschool Program<br>Western Carolina Center | 1984-1987 |
|---|-----------|

### PUBLICATIONS

Scott-Little, C., Lesko, J., Martella, J., & Milburn, P. (2007). Early Learning Standards: Results from a National Survey to Document Trends in State-level Policies and Practices. Early Childhood Research and Practice, 9, (1), Spring.

Lesko, J. (2005). Where the rubber meets the road: Reaction to Harbin, Rous, and Mclean. Journal of Early Intervention, 27, (3), Spring.

Dunst, C.J., Lesko, J., Holbert, K., Wilson, L., Sharpe, L., Liles, R. (1987). A systemic approach to infant Intervention. Topics in Early Childhood Special Education, 7(2), Summer.

Dunst, C.J., Lesko, J.J. (1986). Facilitating the active learning capabilities of severely handicapped children. Early Childhood Intervention Monograph 1, No. 1. Technical Assistance Program -Intervention Network, Western Carolina Center, Morganton, NC.

### PROFESSIONAL INVOLVEMENT

- 2007 - Present -- National Early Childhood Technical Assistance Center Advisory Board
- 2007 - Present -- National Professional Development Center on Inclusion Advisory Board
- 2002 - Present -- Reviewer -- US Department of Education/Early Reading First Applications
- 2002 - Present -- National Early Childhood Transition Center Advisory Board
- 1998 - Present -- National Association of Early Childhood Specialists in State Departments of Education Co-chair -- Public Policy Committee
- 1988 -- Present -- Division for Early Childhood, Council for Exceptional Children, Board Member (2006-2009)

## DANIEL RICH

182 Graham Hall University of Delaware Newark, DE 19716

(302) 831-6835 [drich@udel.edu](mailto:drich@udel.edu)

Daniel Rich is University Professor of Public Policy at the University of Delaware. He holds faculty appointments in the School of Urban Affairs and Public Policy and the Department of Political Science and International Relations. He has served on the faculty since 1970, and is the recipient of the University of Delaware's Medal of Distinction.

From 2001-2009 he served as University Provost. As chief academic officer he was responsible for the administration of all programs of instruction, research, and service, and for facilitating the success of the University's 1,200 faculty and 21,000 students. From 1996-2001, he served as founding dean of the College of Human Services, Education and Public Policy, and from 1991-1996, as dean of the College of Urban Affairs and Public Policy at the University of Delaware.

An elected fellow of the American Association for the Advancement of Science, he served for a decade as visiting professor at the University of Strathclyde in Scotland and has been a senior research associate in the University's Center for Energy and Environmental Policy since its inception in 1980. He serves as a member of the University's Institute for Public Administration, the Delaware Environment Institute, and the Science, Ethics and Public Policy Program.

A recipient of a University of Delaware excellence-in-teaching award, Dr. Rich teaches courses in public policy and management and has supervised numerous doctoral dissertations, master's theses, policy briefs, and management papers. His research has focused on urban policy, energy policy, and science and technology policy. His publications include 13 books and edited volumes, and more than 100 articles, monographs and professional papers.

Dr. Rich currently serves as Chair of the Delaware Early Childhood Council. His public and professional service contributions also include a variety of appointments in support of preK-12 education improvement in Delaware. He serves on the Boards of the Delaware Public Policy Institute, Nemours Health and Prevention Services, the Delaware Philanthropy Forum, and the University of Pittsburgh's Graduate School of Public and International Affairs. Dr. Rich leads the University of Delaware's Knowledge-based Partnership Conference series that brings together higher education, government, business, and nonprofit leaders to address the key policy challenges facing Delaware and the nation.

Dr. Rich received his Ph.D. from the Massachusetts Institute of Technology, his M.P.I.A. from the University of Pittsburgh, and his B.A. from Brooklyn College of the City University of New York.

Janet I. Carter  
248 Mifflin Road, Dover, DE 19904  
(302) 674-8547

## **Work Experience:**

January 1999 to present

*Consultant and Trainer*, National Association for the Regulatory Administration

Duties: Projects have included editing West Virginia's child care regulations, developing training curriculum for District of Columbia, and teaching the NARA curriculum.

September 2004 to present

Educational Specialist, Delaware Department of Education

Duties: Facilitate the development of a collaborative early learning system for Delaware; provide staff support for the State-wide Delaware Early Childhood Council; support local county early learning councils; facilitate collaborative initiatives involving state and local agencies; support activities that build collaborative relationships between school districts and the early care and education community.

November 1998 to September 2004

*Administrator*, Office of Child Care Licensing, Department of Services for Children, Youth and Their Families

Duties: Manage an office of 34 staff with the responsibilities for the monitoring and enforcement in over 2,000 child care and child welfare facilities; direct oversight of regulation development, Delaware First Career System and the Criminal History functions; managing the Office's fiscal operation including federal grants, represented the Department on the Interagency Resource Management Committee (IRMC), House Joint Resolution #9 Task Force, Department of Labor Apprenticeship Advisory Board, and the DSCYF Safety Council.

January 1989 to November 1998

*Supervisor*, Kent/Sussex Office of the Office of Child Care Licensing, DSCYF

Duties: Supervised 7 staff with responsibility for monitoring and enforcement in child care and child welfare facilities; initial manager of the Delaware First Career System.

February 1983 to January 1989

*Child Care Licensing Specialist*, Kent and Sussex Counties

Duties: Monitored child care facilities for compliance with licensing regulations, initiated enforcement actions, provided technical assistant to child care providers, trained child care providers.

May 1977 to February 1983

*Social Worker*, Division of Child Protective Services (now Div. of Family Services)

Duties: Treatment services to abusive families with a focus on sexual abuse and families with young children.

**Education:**

Bachelor of Science in Criminal Justice

University of Delaware, 1976

Graduate Coursework in Individual and Family Studies

University of Delaware, 1982-1985

## VACANCY NOTICE

**Title of Position:** Education Specialist, Data Manager

**Description of Position:**

The individual in this position reports directly to the Director of the Early Development and Learning Workgroup. Primary responsibilities of this group include the collection of student and staff data and the collection and dissemination of fiscal, personnel, and student data for federal and state reporting, departmental functions, and general publication. The work group coordinates data collection activities within the Department of Education. The main purposes of the group are to improve the quality of educational decision making by providing accurate and timely information, improve the quality of reporting mechanisms, and provide user friendly access to information systems in support of the Department's Strategic Plan. The group also provides technical support and assistance to all branches of the Department of Education and to the local school districts in the area of data acquisition for numerous programs and educational functions. The primary duties of this position are to support, maintain, and expand various Department of Education data collection and reporting capabilities via design, maintenance, and implementation of custom application systems.

**Major responsibilities include:**

- a. Modify various custom applications as required to ensure that necessary screens are developed to capture data needed to meet Federal, State, and Department reporting requirements.
- b. Work with the Department of Education State and Federal program managers to create standard data definitions across data collection activities.
- c. Meet with Department of Education program managers in order to develop system requirements needed for programming of custom data collection applications.
- d. Develop procedure manuals and demonstrate usability of data screens for custom developed data collection applications.

- e. Keep current with trends, best practices, and innovative programming methodologies in order to develop custom applications which meet the needs of Department of Education users.
- f. Perform other duties as required by the Director of Early Development and Learning Work Group and the Branch Associate Secretary

## **VII. Budget and Budget Justification**

### **General Information:**

The Delaware Early Childhood Council is requesting \$500,000 in funds to enhance our current Early Childhood Council.

Delaware will use the awarded funds in the request to:

- Conduct a statewide early childhood needs assessment
- Plan the development of an integrated early childhood data system
- Conduct analysis of options for early childhood policy and program alignment
- Sponsor a process to update *Early Success: Delaware's Early Childhood Plan*
- Attend national Early Childhood Council meetings as directed by ACF
- Report annually on the access to quality early childhood programs
- Develop and maintain a DE Early Childhood Council website
- Publish and/or update and disseminate *Early Success* Indicator Report, Early Learning Foundations, Workforce Study

### **Budget Narrative**

#### **Travel: \$3,500 (Years 1 through 3)**

Travel for two, Chair and staff, to mandatory meetings in Washington, D.C as required by the grant, includes funding for two trips for two people for two nights/ three days:

- Train and/or mileage: \$600
- Hotel: \$225 per night per person (total 8 nights) - \$1,800
- Per Diem - \$71 per day per person (total 12 days) - \$852
- Incidentals and cost changes - \$248

#### **Supplies: \$11,500 (Years 1 through 3)**

- Support for Council meetings and meetings of the subcommittees including rental for meeting space, office and meeting supplies - \$10,000
- Laptop with docking station and monitor for the new staff person in the Office of Early Childhood - \$1,500

#### **Contractual Services: \$464,000**

#### **Professional/Consultant Services:**

- Statewide Needs Assessment and Workforce Study – \$100,000 (Year 1)
- Planning for integrated Data System - \$224,000 (Year 1 and 2)
- Website development and maintenance - \$40,000 (Year 1 through 3)
- Development and publication of updated State strategic plan, policy manual and other Council documents - \$25,000 (Year 1)
- Planning, analysis, and development of improved alignments of policies, programs and services - \$75,000 (Year 1)
- Parents As Teachers program including Readiness Home Visiting, Stay and Play groups with activities supporting early learning guidelines, and support for district transition teams - \$1,166,667 (Year 1 through Year 3)

**Indirect Cost: \$21,000**

**Total Requested = \$500,000**

**State Match: \$1,166,667**

The state match of \$1,166,667 will be received from the state funded Parents As Teachers (PAT) program; the match will be \$388,889 annual.

**State Early Childhood Council**

**BUDGET**

| <b>Category</b>   | <b>Federal</b> | <b>Non-Federal</b> | <b>Total</b> |
|---|----------------|--------------------|--------------|
| <b>A. Personnel</b>   | \$0            |                    | \$0          |
| <b>B. Fringe</b>  | \$0            |                    | \$0          |
| <b>C. Travel</b><br>Two trips of 2 nights/ 3 day for 2 people - \$3,500 | \$3,500        |                    | \$3,500      |
| <b>D. Equipment</b>   | \$0            |                    | \$0          |
| <b>E. Supplies</b><br>Meeting support: space, materials -               | \$11,500       |                    | \$11,500     |



|   |           |             |             |
|---|-----------|-------------|-------------|
| \$10,000<br>Laptop, docking station, monitor - \$1,500  |           |             |             |
| <b>F. Contractual</b><br><br>Statewide Needs Assessment (SNA) and updated workforce study – \$100,000<br><br>Integrated Data System - \$224,000<br><br>Website development and maintenance -\$40,000<br><br>Printing and dissemination of publications -\$25,000<br><br>Planning and Analysis of policy and program alignments and improvements-\$75,000<br><br>Parents As Teachers program including Readiness Home Visiting, Stay and Play groups with activities supporting early learning guidelines, and support for district transition teams - \$1,166,667 | \$464,000 | \$1,166,667 | \$1,666,667 |
| <b>G. Construction</b>  | \$0       |             | \$0         |
| <b>H. Other</b>   | \$0       |             | \$0         |
| <b>I. Total Direct</b>  | \$479,000 |             | \$479,000   |
| <b>J. Indirect Costs (4.2%)</b>   | \$21,000  |             | \$21,000    |
| <b>K. Totals</b>  | \$500,000 | \$350,000   | \$850,000   |

## Supplemental Narrative

### Delaware

Goal 1, Objective1b, proposes the implementation of an annual Kindergarten Readiness Assessment Survey in collaboration with local education agencies and charter schools. The purpose of this Assessment is to determine the readiness of children as they enter kindergarten. The State of Delaware completed a pilot study using the Readiness Checklist in the Fall, 2009. Overall, the pilot study indicated that approximately 60% of Delaware children enter kindergarten without proficiency in the readiness skills needed for success in kindergarten.

The State of Delaware plans to use the supplemental grant award to build upon the pilot study and introduce annual implementation of the Readiness Assessment Survey in collaboration with interested local education agencies and charter schools across the state. The Assessment would be completed early in the start of the school year, . In addition, we also plan to introduce the Readiness Assessment Survey as an option for interested early care and education programs, thereby enabling them to determine the readiness of the children they serve as they prepare to go to kindergarten. In that way, we will be able to begin to chart the readiness of children as they leave community early care and education sites as well as look at the same skill sets when they begin kindergarten.

#### *Readiness Checklist*

Delaware piloted the Readiness Assessment using a checklist adapted from Dr. Richard Fabes' *Success Transitions and Relationships*. The checklist assesses teachers' perceptions of student readiness in the following domains: 1) social development; 2) School – Specific Instrumental Development; 3) Reading and Writing; 4) Logical Thinking and Use of Numbers; 5) Perceptual-Motor Development; and, 6) Student's Profile.

The requested supplement funding will enable the following steps to be completed in the development of an annual Kindergarten Readiness Assessment Survey:

1. Provide professional development for kindergarten teachers and early care and education programs on the use of the *Readiness Checklist through the* the Delaware Institute for Excellence in Early Childhood (Year 2, Quarter 3)
2. Develop the *Readiness Assessment checklist* in dual formats, electronic and printed, to facilitate e distribution and use t (Year 2, Quarter 3)
3. Create a methodology for ongoing sampling process that ensures representativeness of incoming kindergarteners statewide (Year 3, Quarter 2)
4. Implement a process for annual data collection and evaluation Year 3, Quarter 2)
5. Incorporate the results from the annual *Readiness Assessment* into the Delaware Department of Education data system (Year 3, Quarter 2)

## Budget and Budget Narrative

The Delaware Early Childhood Council is requesting \$200,000 in funds for the Kindergarten Readiness Assessment Survey. The funding will be administered by the Delaware Department of Education, Early Development and Learning Group.

### **Contractual Services: \$191,600**

Professional/ Consultant Services:

1. Develop and provide professional development for kindergarten teachers and early care and education programs on the use of the *Readiness Assessment checklist* - \$50,000 (Year 2)
2. Provide the *Readiness Assessment checklist* in multiple formats - \$10,000 (Year 2)
3. Develop the process for an ongoing sampling - \$10,000 (Year 3)
4. Develop the process for an ongoing data collection and evaluation process for the *Readiness Checklist* - \$121,600 (Years 1 through 3)

### **Indirect Costs: \$8,400**

**Total Request = \$200,000**

**State Early Childhood Council**

**BUDGET**

| <b>Category</b>  | <b>Federal</b> | <b>Non-Federal</b> | <b>Total</b> |
|--|----------------|--------------------|--------------|
| <b>A. Personnel</b>  | \$0            |                    | \$0          |
| <b>B. Fringe</b>   | \$0            |                    | \$0          |
| <b>C. Travel</b>   | \$0            |                    | \$0          |
| <b>D. Equipment</b>  | \$0            |                    | \$0          |
| <b>E. Supplies</b>   | \$0            |                    | \$0          |
| <b>F. Contractual</b><br><br>Develop and provide professional development for kindergarten teachers and early care and education programs on the use of the <i>Readiness Checklist</i> - \$50,000<br><br>Provide the <i>Readiness Checklist</i> in multiple formats - \$10,000<br><br>Develop the process for an ongoing sampling - \$10,000<br><br>Develop the process for an ongoing data collection and evaluation process for the <i>Readiness Checklist</i> - \$121,600 | \$191,600      |                    | \$191,600    |

|                                 |                  |           |                  |
|---------------------------------|------------------|-----------|------------------|
| <b>G. Construction</b>          | \$0              |           | \$0              |
| <b>H. Other</b>                 | \$0              |           | \$0              |
| <b>I. Total Direct</b>          | <i>\$191,600</i> |           | <i>\$191,600</i> |
| <b>J. Indirect Costs (4.2%)</b> | \$8,400          |           | \$8,400          |
| <b>K. Totals</b>                | \$200,000        | \$466,667 | \$666,667        |

## Match Commitment Statement

To: Richard Gonzalez  
Senior Advisor for Early Childhood Development and Education

From: Jim Lesko  
Director, Early Development and Learning Resources

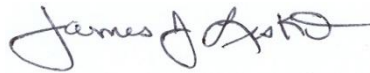
Date: August 12, 2010

Re: Match Commitment

---

The State of Delaware has identified the match requirements for the initial Council grant award. The State intends to apply for the maximum amount as indicated: \$500,000. This request will require a state match of \$1,166,667. The total grant value would be \$1,666,667.

The State of Delaware will be able to make the match using state funds.



8/12/10

---

Commitment Signature/Date